

COSTING, WILLINGNESS TO PAY, AND PRICING IN FREIGHT FORWARDING BUSINESSES: A CASE STUDY IN PT CIPTA EKSPEDISI PERWIRATAMA

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Abstract

With the growing and advancement of trades, freight forwarder needs will be considerably increased. One of many freight forwarder in West Java is PT Cipta Ekspedisi Perwiratama. The company has only been running since November 2015 with its main service is transporting lifebirds and feedmill with trucks. The current pricing formula in PT Cipta Ekspedisi Perwiratama is profitable for maximum distance is 200 km and their current profitability is 0.7%. The objective of the paper is to find the new pricing policy for the company in order to increase company profitability. The conceptual framework is the new pricing policy made from total cost analysis and percentage of profit margin with take into consideration of customer value proposition and competitive advantage. The methodology used quantitative and qualitative. The total cost are from company latest operating cost data and calculated with traditional costing method. Qualitative method were conducted to analyze the competitor and customer value proposition. Researcher had interviewed six competitors and one customer. The findings of the research is the running cost contributes 60% for total vehicle operating cost since the diesel cost contributes 46%. Out of 48 routes, 15 routes are not competitive. The highest loss is Rp842.767 meanwhile the highest profit is Rp1.319.248. The customer value proposition is pricing, quality, performance, discount, insurance, and comfort. Their willingness to pay is from previous allocation budget for freight forwarder. PT CEP is not competitive since the loss are too many even though both negotiated and list prices are cheaper than competitors. Recommendations for PT CEP is both negotiated and list prices can be using with the provision of cutting overhead costs.

Keywords: Customer Value Proposition, Competitive Advantage, Costing, Pricing, Willingness to Pay

INTRODUCTION

An item has a value according to place and time if the goods are moved from one place to another. In this case, using transportation creates goods or commodities useful according to time and place. (Salim, 2012) Each company requires transportation services vary. For land transportation, trucks appear to offer a lower cost than by train because it can serve door to door service. This makes the emergence of transport services companies introduction of goods by truck, which is commonly known as freight forwarding services. (Gunawan, 2015)

There are many expedition companies in West Java, one of them is PT Cipta Ekspedisi Perwiratama. PT Cipta Ekspedisi Perwiratama was built 5 years ago but it was officially run in July 2015 because of some problems. The current services is life birds and feedmill and in a couple month they will expand for carcass delivery services. PT CEP has many competitors since feedmills are delivered diesel and fuso. Almost all freight forwarder

use both trucks for their services. The difference is that many competitors mostly using list pricing for their customers rather than pricing equation and negotiation for customers. Since PT CEP is a new commer, they are trying to compete by giving cheap prices for customers because they think that price is the one always attract customer and accept all customers routes, but in the same time the costs are very high. Each customer have many delivering areas for their clients, which makes the total cost and profit for each OD are varries.

The purpose of this research is to evaluate pricing policy for PT CEP by analyzing total vehicle operating cost, customer value proposition, willingness to pay, and competitors offerings. The importance of this research is to be a references for both freight forwarder new commer and existing forwarders. This research also can be a reference for a company to decide having their owned truck for transporting goods or using a third party.

LITERATURE REVIEW

Costing is the process of identifying, calculating and recording every item of expenditure incurred in the purchase or hire of goods vehicles, in maintaining them, in running them and in supporting the administrative and management functions necessary to control their use. The four basic elements of vehicle operating costs are standing costs, overhead costs, running costs, and total operating costs. (Lowe, 1989)

Fixed cost elements are licences, vehicle insurance, driver's wages and other related costs, rent and rate on premises, interest on capital employed, depreciation, and interest on capital employed. Overheads can be divided into 7 categories, there are management, office and administration, workshops and stores, branch depots, sales and publicity, auxiliary fleet, professional services. Running cost elements are fuel costs, tyre costs, maintenance costs, and lubricants. Total vehicle operating costs is the combination of all the costs into a final figure which forms the basis for assessing vehicle revenue earning and profit performance and for assessing individual rate quotations, job or contract quotations, scales of charges or for determining the value of a particular level of delivery service. (Lowe, 1989) Profit is the narrow margin between the two financial enemies, increasing costs and declining revenue (Lowe, 1989). Pricing mechanism (Osterwalder & Pigneur, 2010) is divided into two fixed menu pricing, a predefined prices are based on static variables and dynamic pricing, prices that change based on market conditions.

According to (Kerin & Czepiel, 2012) competitive marketing strategies are the most important when a firm position their strenghts against competitors' weaknesses or a choose positions that has no threat to competitor. A firm requires a strategist about competitors' strenghts and weaknesses as about customers' needs or the firm own capability. The objective of competitor analysis is to know and to be able to think like competitor so the firm's competitive strategy can consider competitors' likely actions and responses.

Customer can switch from one to other company because of the customer value proposition. Customer value proposition solves the customer's problem and satisfy the customer. The key elements of customer value proposition are newness, performane, customizaion, getting the job done, design, brand, price, discount, risk reduction, ease of

access, convenient and usefulness (Osterwalder & Pigneur, 2010). The willingness to pay is the maximum price that an individual is willing to accept to pay for some good or service (Breidert, 2005).

METHODOLOGY

Interview and data collection such as current pricing list, cashflow, and current vehicle operating are gathered from PT CEP. A survey had been conducted for PT CEP's customer and competitors offerings are using secondary data from their websites. After the data gathered, the research will analyze the data to figure out what the best solution to solve the problem. In this research, there are two solutions to solve the problem of the company, calculating the vehicle operating cost and analyzing the pricing strategy. These solutions chosen because the company confused with their current high vehicle operation cost and pricing strategy. Below is the conceptual framework for this research

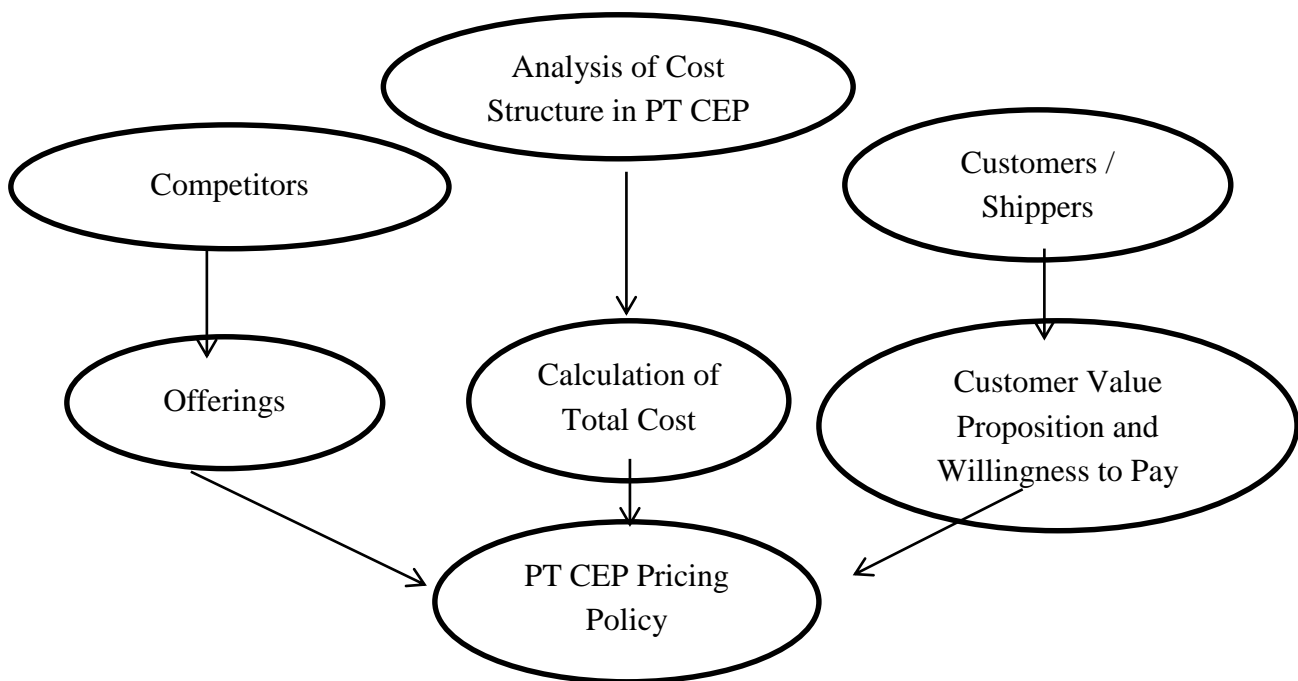


Figure 3.1 Conceptual Framework

Pricing policy is not only made just because of cost structure in the company. The company also have to know about competitors offerings. Customers or shippers are also one important things to be considered. The company have to analyze customer's value proposition and willingness to pay in order to get information about what customers wants and why customers should choose the freight forwarder. In order to make the pricing policy, not only total cost is calculated but also competitor and customer analysis should be taken into account simultaneously.

Data Analysis and Results

Fixed Costs

The actual equation for fixed cost :

$$\text{Fixed Costs} = \text{Licences} + \text{Vehicle Insurance} + \text{Driver's Wages} + \\ \text{Rent and Rates on Premises} + \text{Interest on Capital Employed} + \\ \text{Depreciation of the Vehicle}$$

Because of the company has only employee wages, the equation would be :

$$\text{Fixed Costs} = \text{Employee Wages} + \text{Depreciation}$$

Because there are 381 ODs, Fixed costs for each OD is Rp55.381

For F 8808 WX is the truck which has depreciation, the total fixed costs for F 8808 WX is Rp55.381 + Rp183.714 = Rp239.195

Other trucks had same fixed cost, which is Rp55.831. Since the current fixed cost element is only employee wages, there is a possibility for PT CEP having its fixed cost increased because of the apperance of other truck depreciation or other fixed costs elements. The trucks are installed for four years, so that three years from now PT CEP will have its fixed cost increased.

Overhead Costs

$$\text{Overhead Costs} = \text{Management Cost} + \text{Office and Administration Cost} + \\ \text{Wordkshops and Store Cost} + \text{Branch Depots Cost} + \text{Sales and Publicity Cost} + \\ \text{Auxiliary Fleet} + \text{Professional Services Cost}$$

$$\text{Total Overhead Costs for PT CEP} = \text{Management} + \text{Asses Purchasing} + \\ \text{Office and Administration Costs} + \text{Tax} + \text{Installment costs}$$

The overhead costs without installment cost is Rp234.607. This number is for F 8808 WX only. Other trucks overhead costs has to add the installment cost. The highest overhead cost is Rp 720.183 for F 8466 WY because it has the most expensive installment. Since the trucks are still in installment period, the overhead cost are hard to reduce because installment costs must pay for every month for four years. The gap between F 8808 WX with other truck that has the smalles installment is Rp60.905. If all trucks installment are already paid off, it is possible to reduce the overhead cost.

Running cost

The original equation :

$$\text{Running Costs} = \text{Fuel cost} + \text{Tyre cost} + \text{Maintenance cost} + \text{Lubricants}$$

Since PT CEP

$$\text{Running Costs for PT CEP} = \text{Maintenance Cost} + \text{Package cost} + \\ \text{Unloading Cost} + \text{GPS}$$

The running cost is vary for each truck and OD (origin – destination).One example for running cost is the Agrofood – Bekasi F 8054WZ for 8.000 kg with the maintenance cost

of Rp352.464, package cost of Rp225.000, GPS cost of Rp2.778, and unloading cost of Rp0.

$$\text{Running cost} = \text{Rp}352.464 + \text{Rp}225.000 + \text{Rp}2.778 = \text{Rp}580.242$$

The package cost systems help company to manage how much money that should be issued per day. From the average of all package routes, the cost consists of 46% of diesel fuel, 25% driver's wages, 4% driver's meal, 3% civilian cost, and 22% of toll fee. The running costs average calculation has 75% spent on package cost, 23% from maintenance cost. F 8808 WX Agrofood – Ciamis has the highest running cost because of F 8808 WX truck has the highest maintenance cost and highest package cost. As the distance is getting further, the fuel cost and driver's wages are getting higher. The toll fee and civilian cost is optional. If PT CEP wants to choose the route that has a toll, the toll fee is higher.

PT CEP also rents five trucks to help them delivery. The rented trucks costs Rp1.446.923 for each truck and all rented truck cost the same. The different in each running costs that use the rented truck is only the unloading cost. The highest running cost that using the rented truck is F 8961 WV Agrofood Sukaluyu. The advantages for using the rented truck is that PT CEP does not have to pay package cost, maintenance cost, and GPS subscription. However, some OD that were using rent truck has higher cost.

Total Vehicle Operating Costs

$$\text{Total Vehicle Operating Costs} = \text{Fixed Costs} + \text{Overhead costs} + \text{Running costs}$$

The vehicle operating cost is vary for each truck and OD. One example for total vehicle operating cost is Agrofood – Bekasi F 8054 WZ for 8 tons with the fixed cost of Rp55.381, overhead cost of Rp568.107, and running cost of Rp580.424.

$$\text{Total Vehicle Operating Costs} = \text{Rp}55.381 + \text{Rp}568.107 + \text{Rp}580.424 = \text{Rp}1.203.730$$

Based on average total cost for each routes, the highest contributor is running cost by 60%, and from average total cost for each car plate is also running cost for 65%. The highest total vehicle operating cost is the route from Agrofood to Ciamis and Tasik which are the routes that has the highest running cost. Trucks are depended on fuel price and driver's wages for delivering. So as the distance are getting further as the running cost than the total vehicle operating cost is getting higher. The smallest contributor is fixed costs which is only 4% from both average type and overhead costs only contributed for 35% and 31%.

Competitor Offerings

This research took six samples of freight forwarder. The companies were chosen because of the availability of the data. Competitors analysis are based on route comparison, pricing comparison, and competitors competitive advantage comparison.

Route Comparison

Six competitors are PT Indoline freight services, PT Nusa Dharma Eksperindo, Arjuna Cargo, Putri Agung Mandiri Transporter, Ekspedisisicepat, and Cahaya abadi Express. There are 48 routes compared due to the comparison with PT Cipta Ekspedisi Perwiratama.

the most competitive competitor is PT NDE, ekspedisicepat and CV PAM with 47 routes. They only do not deliver to Cilegon. The most least competitive is PT Indoline because they do not deliver to Cianjur, which is it can give PT CEP an advantage because PT CEP is based on Cianjur.

Pricing Comparison

To analyze pricing comparison, the price of each competitors routes are compared with PT Cipta Ekspedisi Perwiratama. Competitors prices are collected from their website. The reason of pricing comparison is to decide which routes are competitive and non-competitive routes with PT CP prices with the result of helping pricing policy decision. The pricing comparison is divided into Colt Diesel and Fuso pricing, and for PT CEP there are two kind of pricing, which are negotiation and fixed price. Both negotiation and fixed are compared with competitors. The total routes that had been compared is 48. The company that is the most competitive for Colt Diesel and Fuso is overall PT Indoline, however because of PT Indoline does not deliver to Cianjur, PT CEP has the biggest advantage. The most expensive prices for Colt Diesel is PT NDE which have 37 routes that has the most expensive price, meanwhile Arjuna Cargo is the most expensive for Fuso with 37 routes. PT CEP is the cheapest for 24 colt diesel routes with negotiation price meanwhile 20 fuso routes with fixed price.

Strenghts and Weaknesses Comparison

Strenghts and weaknesses are used to compare each competitors with the result that PT CEP can position its strenghts and weaknesses for future action and company development. , the competitor that has the biggest strengths is PT Indoline Freight Services, especially because of the ISO for quality. For the marketing strategy, all competitors have their own online channels which helps the company get customers from everywhere. PT Cipta Ekspedisi Perwiratama is lacked of marketing strategy. They does not have a marketing team yet until now. Their channels is still by mouth to mouth or meeting with the customers by face to face. Most of the competitor has insurance service which shows that they want the customer to feel safe delivering their goods with company services. Since PT Cipta Ekspedisi Perwiratama realize that they are a new commer, they tried to give flexible prices to customers by having the pricing calculation from the index number, weight, and distance so that the customer can adjust the goods weight with the final price.

Customer Value Proposition and Willingness to Pay

According to (Osterwalder & Pigneur, 2010), there are 11 keys elements for customer value proposition. Researcher had tried to contact four customers but the only company that has a respond is PT Agrofood. Researcher also had tried visitting feedmill factory in Bandung and Bogor area but they deliver by company-owned truck. Some feedmill companies also had been calling but they do not like to do the interview. PT Agrofood does not like an interview by phone, so they want me to list all the question then they filled in the question by email.

PT Agrofood, which is the two years customer and PT CEP loyal customer. Based on the survey, the company use the service for feedmill only. They use the service because they do not have any transportation to deliver the feedmill to their clients. PT Agrofood budget is Rp30.000.000 for using freight forwarder. Since the willingness to pay is from allocated budget, the company sample in this research is choosing a freight forwarder from company budget. If customer value proposition and willingness to pay results are combined, the first thing that customer wants from a freight forwarder is price. Since customer does not have unlimited budget, they tend to choose the cheaper ones, which means freight forwarders have to compete with their pricing in order to compete each other.

Pricing Policy

The current pricing policy formula :

$$\text{Index price (0,7)} \times \text{Weight (In kg)} \times \text{Distance}$$

The index for pricing formula is came statistically from the comparison from prices that customers want. The distance for the formula is calculated based on round-trip from customer's place, not from Cianjur. Since customer wants the price lower, therefore PT CEP give an opportunity for customers to negotiate the prices. That is why PT CEP has two pricing mechanism, list pricing and negotiated pricing.

PT CEP has two competitive routes with only using negotiated prices, one competitive route with list prices, 15 not competitive routes, and 30 competitive routes with both pricing. The reason why there are many competitive routes is because PT CEP prices are below competitors. There are 11 routes that has profits from both pricing, seven routes that gains profit from list pricing only, 12 routes that are not profitable with both pricing. Other routes have some ODs that have mixed profit and loss from both pricing.

PT CEP can try to reduce overhead cost and maintenance cost since fixed cost will be constant in the future plan and package cost in running cost is hard to cut. Overall from the pricing analysis, if PT wants to keep continue using negotiated prices, some of the prices have to be increased in order to cover the total cost. PT CEP also can switch to list prices for some OD that has a large gap within competitor. PT CEP can dominate Cianjur route because of chicken farms who need feedmills are mostly in Cianjur meanwhile the strongest competitor, PT Indoline, does not have a route to Cianjur.

Since the previous pricing analysis are from current routes in CEP, some routes that only served only by competitors have to analyze. The purpose of the analysis is to be a references, decision making for PT CEP to expand the routes and showing PT CEP competitiveness. The pricing calculation is list prices only since PT CEP does not have the negotiated prices. The weight for the analysis is 8.000 kg to see the minimum price and 10.000 kg to see the maximum price given. Sample routes are taken from competitor's pricelist. The routes samples were chosen by the distance for round trip. With fixed price equation, PT CEP is competitive for maximum distance is around 376 km. PT CEP should not give list prices to the routes than the maximum competitive distance since competitors have better company strenghts are their prices are not depended on weight. PT CEP can have

negotiated prices for those routes that are more than 376 km with a provision of the prices are covered up the total vehicle operating costs.

DISCUSSIONS AND CONCLUSIONS

The total vehicle operating cost in PT CEP is varies depended on costs in each OD. The highest contribution for total operating cost is came from running cost with an average 60%. PT CEP is hard to decrease the running cost because the highest contributor for running cost is 76% from package cost which consists of 46% from diesel cost and 25% from driver's wages. As the round trip distance is getting further, the fuel cost and driver's cost is getting higher. There is a possibility for PT CEP to reduce running cost if the diesel fuel cost is decreasing and PT CEP can cut the maintenance cost. The lowest contributor for total vehicle operating cost is fixed cost with 4%. Fixed cost cannot be reduced since it consists of employee wages and depreciation. Overhead costs contributes 36%. What makes the overhead cost high is because of installment cost and purchasing asset cost. There is a possibility for purchasing cost can be decreasing for future months because of PT CEP had settled for almost one year. Installment cost cannot be decreased until the it has been paid off. If the installment has finished, fixed cost will be increasing because of depreciation cost for each car plate.

PT CEP can cover the OD by rented other company's trucks. There is no need of paying installment cost other running costs elements since the trucks are not theirs. However, since the calculation shows that the total vehicle cost with rented truck is higher than original total cost, the profit is smaller. If PT CEP does not want to buy more trucks, it is better PT CEP rented from others so that all customers order are fulfilled.

Based on survey result with PT CEP's customer, the customer value propositions are price, quality and performance, discount, alleviates risk, comfortness and easiness. Customer willingness to pay is based on company allocated budget for freight forwarder. If customer willingness to pay and customer value propositions are combined, the first thing what a customer wants from a freight forwarder is prices.

After analyzing competitor offerings by comparing each company routes, prices, and strenghts weaknesses, the strongest competitor is PT Indoline. Besides PT Indoline has better strenghts because of ISO, PT Indoline's prices are not depended on weight distance equation and also give cheaper prices than PT CEP. Other competitors almost have the same routes number with CEP but they do not win because of pricing. They have better marketing strategy than PT CEP. They already have their owned-websites which is a big advantage because of technology, especially internet is trending now. They can attract customer with their websites by showing their company strenghts and prices. Some of them even have a fast respond with online chatting so customer does not have to spend money on calling the frieght forwarder. Some competitors also have insurance service so customer does not have to worry about their goods.

Overall with the current total vehicle operating cost, negotiated prices are not always profitable. Some of list prices are higher than negotiated even though the profits are higher.

With current pricing equation, PT CEP is still competitive with list pricing mechanism until around 376 km. There is a chance for PT CEP to expand the routes with negotiated prices but with a provision of the prices are covered total vehicle operating costs.

Limitations

This research is conducted in period January to August 2016. The research is focusing in costing, pricing, customers value proposition and willingness to pay. The competitors data is limited to pricing, routes, strengths, and weaknesses from their websites. Costing data is limited from November 2015 to April 2016 cashflow and pricing data is from April only. Customer value proposition and willingness to pay limited only to one PT CEP customer since others cannot be interviewed nor surveyed.

Future Research

Routes that PT CEP does not have but some samples of competitors have. PT CEP currently has 48 routes and mostly to Cianjur. Since the trucks for delivering feedmills is the regular colt diesel and fuso, those trucks can deliver many goods except lifebirds and frozen food. PT CEP can expand their business by delivering other goods or a truck rented. Since there are only six competitors in this research, PT CEP can make a research with more competitor sample. There are many competitors that deliver their routes even to outside java. PT CEP might learn about managing their routes.

The reason of competitors list prices. Six competitors in this research are using list prices. PT CEP to research why they choose list prices rather than negotiated. It would be better if PT CEP find a competitor that is using negotiated prices so that PT CEP can compare two kinds of competitor.

The relation between fuel consume and routes for PT CEP trucks. This research only analyze the fuel consume and routes for pricing and costing generally. Every routes have different street structure which affects the speed of the truck and in the end it will affect fuel consume. PT should make a research about the relation between fuel consume and routes in order to make a decision for cutting package cost budget and pricing.

Managing maintenance cost for PT CEP trucks. PT CEP should make a research about managing maintenance cost since the maintenance cost for each trucks are different. Even maintenance cost for 8808 WX is Rp746.021 while 9131 WB is Rp189.103. PT CEP should analyze and learn why is the maintenance cost of some trucks are higher.

The difference between feedmill company that is using their owned-trucks and freight forwarder. Researcher had searched and went to some feedmills company and they deliver the feedmills by their truck. Since PT CEP currently deliver feedmills more than life birds and the number of customer is increasing, PT CEP should make a research why there are still feedmill company that deliver feedmills by themselves.

Marketing strategy for feedmill and lifebirds freight forwarder. PT CEP currently does not have a marketing team. General manager is the one who find customer by meeting with them and mouth to mouth strategy. Considering from this research results that all

competitors have online marketing strategy, PT CEP should make a research is it important for freight forwarder to have an online marketing strategy, such as advertising in social media, having a social media account, or even having a website so that customer can interact or ask some questions using the internet.

The importance of parking lot location

Since PT CEP has only one parking lot located in Cianjur, PT CEP should conduct a research about parking lot outside Cianjur, such as in Bekasi since there are many factories there, or even Serang or Tangerang. Current PT CEP pricing is using distance from customer place, not from Cianjur, meanwhile the truck parking lot is in Cianjur. If PT CEP wants to expand the routes, PT CEP should consider having other parking lot for the trucks since the number of trucks is increasing.

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APPENDICES

APPENDIX A

Total Cost, Fixed Price and Negotiated Price Mechanism

OD	Car	Weight	Total Cost	Current Profit	Negotiated Price	Fixed Price	Profit with fixed price
Agrofood - Bekasi	F 8054 WZ	8000	Rp1.203.730	-Rp763.730	Rp440.000	Rp392.000	-Rp811.730
		9000	Rp1.203.730	-Rp708.730	Rp495.000	Rp441.000	-Rp762.730
	F 8466 WY	8000	Rp1.146.083	-Rp706.083	Rp440.000	Rp392.000	-Rp754.083
	F 9195 WB	8000	Rp896.167	-Rp456.167	Rp440.000	Rp392.000	-Rp504.167
	F 9197 WB	8000	Rp1.215.214	-Rp495.214	Rp720.000	Rp392.000	-Rp823.214
			Rp1.002.214	-Rp562.214	Rp440.000	Rp392.000	-Rp610.214
	F 9179 WB	8000	Rp874.866	-Rp434.866	Rp440.000	Rp392.000	-Rp482.866
		9000	Rp949.866	-Rp454.866	Rp495.000	Rp441.000	-Rp508.866
	F 9201 WB	8000	Rp989.780	-Rp549.780	Rp440.000	Rp392.000	-Rp597.780
	F 8476 WZ	8000	Rp1.065.978	-Rp625.978	Rp440.000	Rp392.000	-Rp673.978
			Rp1.065.978	-Rp345.978	Rp720.000	Rp392.000	-Rp673.978
	F 9131 WB	8000	Rp1.022.669	-Rp582.669	Rp440.000	Rp392.000	-Rp630.669
	F 9181 WB	8000	Rp928.863	-Rp433.863	Rp495.000	Rp392.000	-Rp536.863
		8000	Rp928.863	-Rp488.863	Rp440.000	Rp392.000	-Rp536.863
Agrofood - Ciamis	F 8054 WZ	8000	Rp2.235.730	Rp644.270	Rp2.880.000	Rp3.091.200	Rp855.470
	F 8466 WY	8000	Rp2.001.083	Rp1.046.917	Rp3.048.000	Rp3.091.200	Rp1.090.117
		6000	Rp1.758.588	Rp401.412	Rp2.160.000	Rp2.318.400	Rp559.812
	F 9182 WB	8000	Rp2.880.000	Rp0	Rp2.880.000	Rp3.091.200	Rp211.200
			Rp1.985.588	Rp1.062.412	Rp3.048.000	Rp3.091.200	Rp1.105.612
	F 9195 WB	8000	Rp1.928.167	Rp1.119.833	Rp3.048.000	Rp3.091.200	Rp1.163.033
	F 8476 WZ	6300	Rp2.097.978	Rp170.022	Rp2.268.000	Rp2.434.320	Rp336.342
	F 8808 WX	6000	Rp2.253.669	Rp626.331	Rp2.880.000	Rp3.091.200	Rp837.531
		8000	Rp2.480.669	-Rp320.669	Rp2.160.000	Rp3.091.200	Rp610.531
Agrofood - Cikalong	F 9181 WB	8000	Rp1.960.863	Rp1.087.137	Rp3.048.000	Rp3.091.200	Rp1.130.337
	F 8054 WZ	8000	Rp1.528.730	-Rp360.730	Rp1.168.000	Rp1.288.000	-Rp240.730
Agrofood - Cipanas	F 9192 WB	8000	Rp1.163.549	-Rp235.549	Rp928.000	Rp1.288.000	Rp124.451
	F 8054 WZ	8000	Rp1.434.730	-Rp402.730	Rp1.032.000	Rp840.000	-Rp594.730
	F 8466 WY	8000	Rp1.377.083	-Rp345.083	Rp1.032.000	Rp840.000	-Rp537.083
	F 9182 WB	8000	Rp1.175.053	-Rp143.053	Rp1.032.000	Rp840.000	-Rp335.053
	F 9192 WB	8000	Rp1.215.549	-Rp183.549	Rp1.032.000	Rp840.000	-Rp375.549
			Rp1.127.167	-Rp79.167	Rp1.048.000	Rp840.000	-Rp287.167
	F 9195 WB	8000	Rp1.127.167	-Rp95.167	Rp1.032.000	Rp840.000	-Rp287.167
			Rp1.594.891	-Rp562.891	Rp1.032.000	Rp840.000	-Rp754.891
	F 9196 WB	8000	Rp1.594.891	-Rp562.891	Rp1.032.000	Rp840.000	-Rp754.891
	F 9197 WB	8000	Rp1.233.214	-Rp201.214	Rp1.032.000	Rp840.000	-Rp393.214
	F 9179 WB	8000	Rp1.674.866	-Rp642.866	Rp1.032.000	Rp840.000	-Rp834.866
	F 9201 WB	8000	Rp1.215.780	-Rp183.780	Rp1.032.000	Rp840.000	-Rp375.780
	F 8476 WZ	8000	Rp1.296.978	-Rp264.978	Rp1.032.000	Rp840.000	-Rp456.978
	F 8808 WX	8000	Rp1.679.669	-Rp647.669	Rp1.032.000	Rp840.000	-Rp839.669
	F 9131 WB	8000	Rp1.253.669	-Rp221.669	Rp1.032.000	Rp840.000	-Rp413.669
			Rp1.159.863	-Rp111.863	Rp1.048.000	Rp840.000	-Rp319.863
Agrofood - Cugenang	F 9181 WB	8000	Rp1.159.863	-Rp127.863	Rp1.032.000	Rp840.000	-Rp319.863
			Rp1.488.730	-Rp480.730	Rp1.008.000	Rp1.028.160	-Rp460.570
	F 8054 WZ	8000	Rp1.265.549	-Rp257.549	Rp1.008.000	Rp1.028.160	-Rp237.389
			Rp1.265.549	-Rp273.549	Rp992.000	Rp1.028.160	-Rp237.389
	F 9195 WB	8000	Rp1.177.167	-Rp169.167	Rp1.008.000	Rp1.028.160	-Rp149.007
			Rp1.161.167	-Rp169.167	Rp992.000	Rp1.028.160	-Rp133.007
	F 9196 WB	8000	Rp1.568.767	-Rp560.767	Rp1.008.000	Rp1.028.160	-Rp540.607
	F 9199 WB	8000	Rp1.219.012	-Rp211.012	Rp1.008.000	Rp1.028.160	-Rp190.852
Agrofood - Jasinga	F 9201 WB	8000	Rp1.269.780	-Rp261.780	Rp1.008.000	Rp1.028.160	-Rp241.620
	F 9131 WB	8000	Rp1.287.669	-Rp279.669	Rp1.008.000	Rp1.028.160	-Rp259.509
	F 9181 WB	8000	Rp1.159.863	-Rp151.863	Rp1.008.000	Rp1.028.160	-Rp131.703
	F 8054 WZ	8000	Rp1.538.730	-Rp258.730	Rp1.280.000	Rp1.070.720	-Rp468.010
Agrofood - Jasinga	F 9201 WB	8000	Rp1.319.780	-Rp39.780	Rp1.280.000	Rp1.070.720	-Rp249.060
	F 8054 WZ	8000	Rp1.416.730	-Rp696.730	Rp720.000	Rp711.200	-Rp705.530

OD	Car	Weight	Total Cost	Current Profit	Negotiated Price	Fixed Price	Profit with fixed price
Agrofood - Karawang	F 8466 WY	8000	Rp1.359.083	-Rp639.083	Rp720.000	Rp711.200	-Rp647.883
	F 9195 WB	8000	Rp1.109.167	-Rp389.167	Rp720.000	Rp711.200	-Rp397.967
	F 9196 WB	8000	Rp1.550.767	-Rp830.767	Rp720.000	Rp711.200	-Rp839.567
	F 9131 WB	8000	Rp1.235.669	-Rp515.669	Rp720.000	Rp711.200	-Rp524.469
	F 9181 WB	8000	Rp1.141.863	-Rp421.863	Rp720.000	Rp711.200	-Rp430.663
Agrofood - Samolo	F 8054 WZ	9000	Rp1.393.730	-Rp331.730	Rp1.062.000	Rp1.360.800	-Rp32.930
	F 9131 WB	9000	Rp1.212.669	-Rp150.669	Rp1.062.000	Rp1.360.800	Rp148.131
Agrofood - Sukaluyu	F 8054 WZ	10000	Rp1.503.730	-Rp403.730	Rp1.100.000	Rp1.568.000	Rp64.270
			Rp1.503.730	-Rp423.730	Rp1.080.000	Rp1.568.000	Rp64.270
	F 8466 WY	10000	Rp1.446.083	-Rp346.083	Rp1.100.000	Rp1.568.000	Rp121.917
			Rp1.446.083	-Rp366.083	Rp1.080.000	Rp1.568.000	Rp121.917
	F 9182 WB	10000	Rp1.173.588	-Rp73.588	Rp1.100.000	Rp1.568.000	Rp394.412
			Rp1.173.588	-Rp93.588	Rp1.080.000	Rp1.568.000	Rp394.412
	F 9192 WB	10000	Rp1.284.549	-Rp184.549	Rp1.100.000	Rp1.568.000	Rp283.451
	F 9195 WB	10000	Rp1.196.167	-Rp116.167	Rp1.080.000	Rp1.568.000	Rp371.833
	F 9196 WB	10000	Rp1.637.767	-Rp537.767	Rp1.100.000	Rp1.568.000	-Rp69.767
			Rp1.637.767	-Rp557.767	Rp1.080.000	Rp1.568.000	-Rp69.767
	F 9197 WB	10000	Rp1.302.214	-Rp202.214	Rp1.100.000	Rp1.568.000	Rp265.786
			Rp1.302.214	-Rp222.214	Rp1.080.000	Rp1.568.000	Rp265.786
	F 9179 WB	10000	Rp1.251.331	-Rp151.331	Rp1.100.000	Rp1.568.000	Rp316.669
			Rp1.238.012	-Rp138.012	Rp1.100.000	Rp1.568.000	Rp329.988
	F 9199 WB	10000	Rp1.238.012	-Rp158.012	Rp1.080.000	Rp1.568.000	Rp329.988
			Rp1.284.780	-Rp184.780	Rp1.100.000	Rp1.568.000	Rp283.220
	F 9201 WB	10000	Rp1.284.780	-Rp204.780	Rp1.080.000	Rp1.568.000	Rp283.220
			Rp1.306.687	-Rp226.687	Rp1.080.000	Rp1.568.000	Rp261.313
	F 9202 WB	10000	Rp1.306.687	-Rp206.687	Rp1.100.000	Rp1.568.000	Rp261.313
			Rp1.748.669	-Rp648.669	Rp1.100.000	Rp1.568.000	-Rp180.669
	F 8476 WZ	10000	Rp1.748.669	-Rp668.669	Rp1.080.000	Rp1.568.000	-Rp180.669
			Rp1.748.669	-Rp648.669	Rp1.100.000	Rp1.568.000	-Rp180.669
	F 8808 WX	10000	Rp1.748.669	-Rp648.669	Rp1.080.000	Rp1.568.000	-Rp180.669
			Rp1.322.669	-Rp222.669	Rp1.100.000	Rp1.568.000	Rp245.331
	F 9131 WB	10000	Rp1.322.669	-Rp242.669	Rp1.080.000	Rp1.568.000	Rp245.331
		10000	Rp1.228.863	-Rp148.863	Rp1.080.000	Rp1.568.000	Rp339.137
	F 9181 WB	10000	Rp1.228.863	-Rp128.863	Rp1.100.000	Rp1.568.000	Rp339.137
			Rp1.300.071	Rp899.929	Rp2.200.000	Rp3.136.000	Rp1.835.929
	F 9211 WB	20000	Rp1.300.071	Rp899.929	Rp2.200.000	Rp3.136.000	Rp1.835.929
Agrofood - Sukaluyu (Rent)	F 8961 WV	18150	Rp1.882.110	Rp114.390	Rp1.996.500	Rp2.845.920	Rp963.810
Agrofood - Tanjungsari	F 8054 WZ	8000	Rp1.330.730	-Rp770.730	Rp560.000	Rp648.480	-Rp682.250
		10000	Rp1.330.730	-Rp190.730	Rp1.140.000	Rp810.600	-Rp520.130
	F 9182 WB	8000	Rp1.080.588	-Rp520.588	Rp560.000	Rp648.480	-Rp432.108
	F 9197 WB	8000	Rp1.129.214	-Rp569.214	Rp560.000	Rp648.480	-Rp480.734
	F 9181 WB	8000	Rp1.055.863	-Rp495.863	Rp560.000	Rp648.480	-Rp407.383
Agrofood - Tasik	F 8054 WZ	8000	Rp2.005.730	Rp722.270	Rp2.728.000	Rp3.012.800	Rp1.007.070
			Rp2.005.730	Rp706.270	Rp2.712.000	Rp3.012.800	Rp1.007.070
	F 9192 WB	8000	Rp1.786.549	Rp925.451	Rp2.712.000	Rp3.012.800	Rp1.226.251
	F 9195 WB	8000	Rp1.698.167	Rp1.013.833	Rp2.712.000	Rp3.012.800	Rp1.314.633
	F 9196 WB	8000	Rp2.139.767	Rp572.233	Rp2.712.000	Rp3.012.800	Rp873.033
	F 9197 WB	8000	Rp1.804.214	Rp923.786	Rp2.728.000	Rp3.012.800	Rp1.208.586
	F 9179 WB	8000	Rp1.836.082	Rp891.918	Rp2.728.000	Rp3.012.800	Rp1.176.718
	F 9199 WB	8000	Rp1.740.012	Rp987.988	Rp2.728.000	Rp3.012.800	Rp1.272.788
			Rp1.740.012	Rp971.988	Rp2.712.000	Rp3.012.800	Rp1.272.788
	F 9201 WB	8000	Rp1.786.780	Rp925.220	Rp2.712.000	Rp3.012.800	Rp1.226.020
	F 8476 WZ	8000	Rp1.867.978	Rp860.022	Rp2.728.000	Rp3.012.800	Rp1.144.822
			Rp1.867.978	Rp844.022	Rp2.712.000	Rp3.012.800	Rp1.144.822
	F 8808 WX	8000	Rp2.250.669	Rp461.331	Rp2.712.000	Rp3.012.800	Rp762.131
	F 9131 WB	8000	Rp1.824.669	Rp903.331	Rp2.728.000	Rp3.012.800	Rp1.188.131
		8000	Rp1.824.669	Rp887.331	Rp2.712.000	Rp3.012.800	Rp1.188.131
	F 9181 WB	8000	Rp1.730.863	Rp981.137	Rp2.712.000	Rp3.012.800	Rp1.281.937

OD	Car	Weight	Total Cost	Current Profit	Negotiated Price	Fixed Price	Profit with fixed price
Agrofood - Garut	F 8466 WY	8000	Rp1.764.083	Rp387.917	Rp2.152.000	Rp2.956.800	Rp1.192.717
	F 9201 WB	8000	Rp1.602.780	Rp549.220	Rp2.152.000	Rp2.956.800	Rp1.354.020
Agrofood - Nyalindung	F 8466 WY	9000	Rp1.741.083	-Rp202.083	Rp1.539.000	Rp1.625.400	-Rp115.683
Agrofood - Wanaraja	F 8466 WY	8000	Rp1.764.083	Rp387.917	Rp2.152.000	Rp2.923.200	Rp1.159.117
	F 9192 WB	8000	Rp1.602.549	Rp549.451	Rp2.152.000	Rp2.923.200	Rp1.320.651
	F 9195 WB	8000	Rp1.514.167	Rp637.833	Rp2.152.000	Rp2.923.200	Rp1.409.033
	F 9196 WB	8000	Rp1.955.767	Rp212.233	Rp2.168.000	Rp2.923.200	Rp967.433
			Rp1.955.767	Rp196.233	Rp2.152.000	Rp2.923.200	Rp967.433
	F 9197 WB	8000	Rp1.620.214	Rp547.786	Rp2.168.000	Rp2.923.200	Rp1.302.986
	F 9179 WB	8000	Rp1.567.866	Rp584.134	Rp2.152.000	Rp2.923.200	Rp1.355.334
			Rp1.567.866	Rp600.134	Rp2.168.000	Rp2.923.200	Rp1.355.334
	F 9199 WB	8000	Rp1.556.012	Rp595.988	Rp2.152.000	Rp2.923.200	Rp1.333.933
	F 9201 WB	8000	Rp1.556.012	Rp595.988	Rp2.152.000	Rp2.923.200	Rp1.367.188
			Rp1.556.012	Rp611.988	Rp2.168.000	Rp2.923.200	Rp1.367.188
	F 8476 WZ	8000	Rp1.683.978	Rp468.022	Rp2.152.000	Rp2.923.200	Rp1.239.222
Agrofood - Bogor	F 9182 WB	8000	Rp1.108.588	-Rp308.588	Rp800.000	Rp575.680	-Rp532.908
		10000	Rp1.068.588	Rp131.412	Rp1.200.000	Rp719.600	-Rp348.988
	F 9197 WB	8000	Rp1.377.214	-Rp777.214	Rp600.000	Rp575.680	-Rp801.534
		9000	Rp1.157.214	-Rp77.214	Rp1.080.000	Rp647.640	-Rp509.574
		10000	Rp1.157.214	Rp42.786	Rp1.200.000	Rp719.600	-Rp437.614
			Rp1.157.214	-Rp557.214	Rp600.000	Rp719.600	-Rp437.614
	F 9179 WB	8000	Rp1.056.866	-Rp336.866	Rp720.000	Rp575.680	-Rp481.186
		10000	Rp1.104.866	Rp95.134	Rp1.200.000	Rp719.600	-Rp385.266
	F 9199 WB	8000	Rp1.048.012	-Rp328.012	Rp720.000	Rp575.680	-Rp472.332
	F 8476 WZ	8000	Rp1.220.978	-Rp260.978	Rp960.000	Rp575.680	-Rp645.298
	F 9181 WB	8000	Rp1.058.863	Rp221.137	Rp1.280.000	Rp575.680	-Rp483.183
			Rp1.263.863	-Rp463.863	Rp800.000	Rp575.680	-Rp688.183
		9000	Rp1.103.863	-Rp248.863	Rp855.000	Rp647.640	-Rp456.223
Agrofood - Gunung Guruh	F 9182 WB	8000	Rp1.063.588	Rp296.412	Rp1.360.000	Rp1.388.800	Rp325.212
	F 9195 WB	8000	Rp1.179.167	Rp180.833	Rp1.360.000	Rp1.388.800	Rp209.633
	F 9199 WB	8000	Rp1.290.012	Rp69.988	Rp1.360.000	Rp1.388.800	Rp98.788
Agrofood - Setu	F 9182 WB	8000	Rp953.588	-Rp513.588	Rp440.000	Rp144.480	-Rp809.108
	F 9196 WB	9000	Rp1.337.767	-Rp842.767	Rp495.000	Rp162.540	-Rp1.175.227
	F 9197 WB	9000	Rp1.002.214	-Rp507.214	Rp495.000	Rp162.540	-Rp839.674
Agrofood - Haur Wangi	F 9192 WB	8000	Rp1.204.549	-Rp244.549	Rp960.000	Rp1.680.000	Rp475.451
	F 9197 WB	8000	Rp1.222.214	-Rp262.214	Rp960.000	Rp1.680.000	Rp457.786
Agrofood - Haur Wangi (Rent)	F 8906 WY	8000	Rp1.736.910	-Rp776.910	Rp960.000	Rp1.680.000	-Rp56.910
	F 8675 WW	8000	Rp1.736.910	-Rp776.910	Rp960.000	Rp1.680.000	-Rp56.910
Agrofood - Jamali	F 9192 WB	8000	Rp1.163.549	-Rp235.549	Rp928.000	Rp936.320	-Rp227.229
Agrofood - Sukabumi	F 9192 WB	8000	Rp1.267.552	Rp92.448	Rp1.360.000	Rp1.288.000	Rp20.448
	F 9201 WB	9000	Rp1.316.780	-Rp2.780	Rp1.314.000	Rp1.449.000	Rp132.220
	F 8808 WX	8000	Rp1.613.669	-Rp597.669	Rp1.016.000	Rp1.288.000	-Rp325.669
	F 9131 WB	10000	Rp1.307.669	Rp152.331	Rp1.460.000	Rp1.610.000	Rp302.331
Agrofood - Cilegon	F 9195 WB	8000	Rp1.406.167	Rp273.833	Rp1.680.000	Rp1.556.800	Rp150.633
Agrofood - Depok	F 9195 WB	8000	Rp971.167	-Rp491.167	Rp480.000	Rp473.760	-Rp497.407
Agrofood - Citarum	F 9196 WB	10000	Rp1.637.767	-Rp557.767	Rp1.080.000	Rp1.974.000	Rp336.233
	F 9199 WB	10000	Rp1.238.013	-Rp158.013	Rp1.080.000	Rp1.974.000	Rp735.987
	F 8476 WZ	10000	Rp1.365.978	-Rp285.978	Rp1.080.000	Rp1.974.000	Rp608.022
	F 8808 WX	10000	Rp1.748.669	-Rp668.669	Rp1.080.000	Rp1.974.000	Rp225.331
	F 9181 WB	10000	Rp1.228.863	-Rp148.863	Rp1.080.000	Rp1.974.000	Rp745.137
			Rp1.410.071	Rp789.929	Rp2.200.000	Rp3.948.000	Rp2.537.929
	F 9211 WB	20000	Rp1.410.071	Rp749.929	Rp2.160.000	Rp3.948.000	Rp2.537.929

OD	Car	Weight	Total Cost	Current Profit	Negotiated Price	Fixed Price	Profit with fixed price
	F 9212 WB	20000	Rp1.433.390	Rp766.610	Rp2.200.000	Rp3.948.000	Rp2.514.610
Agrofood - Citarum (Rent)	F 8675 WW	20000	Rp1.896.910	Rp263.090	Rp2.160.000	Rp3.948.000	Rp2.051.090
Agrofood - Sunda Kelapa	F 9212 WB	16000	Rp1.133.390	Rp306.610	Rp1.440.000	Rp1.180.480	Rp47.090
Agrofood - Cikarang Pusat	F 9197 WB	8000	Rp1.002.214	Rp157.786	Rp1.160.000	Rp464.800	-Rp537.414
Agrofood - Mariwati	F 9199 WB	8000	Rp1.223.012	-Rp175.012	Rp1.048.000	Rp460.320	-Rp762.692
Agrofood - Purwakarta	F 9197 WB	8000	Rp1.427.216	-Rp307.216	Rp1.120.000	Rp983.360	-Rp443.856
Pokpan - Cikembar	F 8054 WZ	8000	Rp2.128.730	Rp287.270	Rp2.416.000	Rp1.288.000	-Rp840.730
	F 9182 WB	8000	Rp1.878.588	Rp537.412	Rp2.416.000	Rp1.288.000	-Rp590.588
	F 9179 WB	8000	Rp1.734.866	-Rp262.866	Rp1.472.000	Rp1.288.000	-Rp446.866
		10000	Rp1.924.866	Rp1.095.134	Rp3.020.000	Rp1.610.000	-Rp314.866
	F 9197 WB	10000	Rp1.827.214	-Rp531.214	Rp1.296.000	Rp1.610.000	-Rp217.214
	F 9199 WB	10000	Rp1.863.012	Rp1.156.988	Rp3.020.000	Rp1.610.000	-Rp253.012
F 9202 WB	8000	Rp1.931.687	-Rp459.687	Rp1.472.000	Rp1.288.000	-Rp643.687	
Pokpan - Jebrod	F 9201 WB	10000	Rp1.689.780	Rp350.220	Rp2.040.000	Rp2.184.000	Rp494.220
Pokpan - Jebrod (Rent)	F 8140 WS	10000	Rp1.736.910	Rp123.090	Rp1.860.000	Rp2.184.000	Rp447.090
Pokpan - Sukaresmi	F 8466 WY	10000	Rp1.971.083	-Rp111.083	Rp1.860.000	Rp1.960.000	-Rp11.083
	F 9201 WB	9000	Rp1.809.780	-Rp135.780	Rp1.674.000	Rp1.764.000	-Rp45.780
Pokpan - Sagaranten	F 8466 WY	9000	Rp1.971.083	Rp746.917	Rp2.718.000	Rp2.860.200	Rp889.117
Pokpan - Campaka	F 9182 WB	5000	Rp1.658.588	Rp76.412	Rp1.735.000	Rp2.049.600	Rp391.012
		8000	Rp1.928.588	Rp727.412	Rp2.656.000	Rp2.049.600	Rp121.012
	F 9179 WB	9000	Rp1.874.866	Rp1.113.134	Rp2.988.000	Rp2.305.800	Rp430.934
	F 9199 WB	8000	Rp1.913.012	Rp742.988	Rp2.656.000	Rp2.049.600	Rp136.588
Pokpan - Cirenghas	F 9182 WB	8000	Rp1.878.588	Rp537.412	Rp2.416.000	Rp2.027.200	Rp148.612
	F 9202 WB	9000	Rp1.931.687	-Rp275.687	Rp1.656.000	Rp2.280.600	Rp348.913
		10000	Rp1.931.687	Rp1.128.313	Rp3.060.000	Rp2.534.000	Rp602.313
	F 9179 WB	8000	Rp1.836.082	-Rp364.082	Rp1.472.000	Rp2.027.200	Rp191.118
Pokpan - Cipanas	F 9192 WB	9000	Rp1.709.552	-Rp35.552	Rp1.674.000	Rp1.688.400	-Rp21.152
		9000	Rp2.022.767	-Rp348.767	Rp1.674.000	Rp1.688.400	-Rp334.367
	F 9196 WB	10000	Rp2.062.767	-Rp202.767	Rp1.860.000	Rp1.876.000	-Rp186.767
		9000	Rp1.180.011	Rp493.989	Rp1.674.000	Rp1.688.400	Rp508.389
	F 9199 WB	9000	Rp1.623.012	Rp50.988	Rp1.674.000	Rp1.688.400	Rp65.388
		10000	Rp1.663.012	Rp506.988	Rp2.170.000	Rp1.876.000	Rp212.988
Rp1.663.012	Rp196.988		Rp1.860.000	Rp1.876.000	Rp212.988		
Pokpan - Ciranjang	F 9195 WB	8000	Rp1.771.167	-Rp203.167	Rp1.568.000	Rp1.859.200	Rp88.033
	F 9202 WB	5000	Rp1.811.687	Rp668.313	Rp2.480.000	Rp1.162.000	-Rp649.687
		7000	Rp1.831.687	-Rp95.687	Rp1.736.000	Rp1.626.800	-Rp204.887
		8000	Rp1.336.752	Rp1.319.248	Rp2.656.000	Rp1.859.200	Rp522.448
		9000	Rp1.931.687	Rp858.313	Rp2.790.000	Rp2.091.600	Rp159.913
Pokpan - Cianjur	F 9195 WB	8000	Rp1.521.167	-Rp97.167	Rp1.424.000	Rp1.713.600	Rp192.433
	F 9202 WB	7000	Rp1.681.687	Rp54.313	Rp1.736.000	Rp1.713.600	Rp31.913
		7500	Rp1.681.687	-Rp159.187	Rp1.522.500	Rp1.713.600	Rp31.913
Pokpan - Cibeber	F 9197 WB	9000	Rp1.787.214	Rp201.786	Rp1.989.000	Rp1.927.800	Rp140.586
	F 9202 WB	7000	Rp1.831.687	-Rp95.687	Rp1.736.000	Rp1.713.600	-Rp118.087
Pokpan - Sukaluyu	F 9179 WB	9000	Rp1.251.331	Rp548.669	Rp1.800.000	Rp1.666.000	Rp414.669
		7000	Rp1.306.687	Rp1.171.313	Rp2.478.000	Rp2.142.000	Rp835.313
	F 9202 WB	10000	Rp1.306.687	-Rp226.687	Rp1.080.000	Rp1.666.000	Rp359.313
			Rp1.306.687	-Rp206.687	Rp1.100.000	Rp1.666.000	Rp359.313
Pokpan - Sukamaju	F 9197 WB	8000	Rp1.877.214	Rp602.786	Rp2.480.000	Rp1.926.400	Rp49.186
Pokpan - Nagrak	F 9179 WB	8000	Rp1.874.866	-Rp402.866	Rp1.472.000	Rp1.646.400	-Rp228.466
Pokpan - Cilaku	F 9201 WB	10000	Rp1.709.780	Rp290.220	Rp2.000.000	Rp2.268.000	Rp558.220
Pokpan - Cibadak	F 9202 WB	8000	Rp1.875.687	Rp572.313	Rp2.448.000	Rp1.579.200	-Rp296.487

OD	Car	Weight	Total Cost	Current Profit	Negotiated Price	Fixed Price	Profit with fixed price
Comfeed Japfa - Cianjur	F 8476 WZ	10000	Rp1.560.978	-Rp310.978	Rp1.250.000	Rp1.876.000	Rp315.022
	F 9196 WB	10000	Rp1.858.891	-Rp608.891	Rp1.250.000	Rp1.876.000	Rp17.109
Gold Coin - Haur Wangi	F 9192 WB	6500	Rp1.569.549	-Rp269.549	Rp1.300.000	Rp1.624.000	Rp54.451
Gold Coin - Ciranjang	F 9201 WB	9000	Rp1.569.780	Rp230.220	Rp1.800.000	Rp1.915.200	Rp345.420
Gold Coin - Saguling	F 9179 WB	7000	Rp1.569.549	-Rp269.549	Rp1.300.000	Rp1.624.000	Rp54.451
Japfa - Sukaraja	F 9202 WB	8000	Rp1.601.687	-Rp257.687	Rp1.344.000	Rp1.702.400	Rp100.713
Sinta - Jangari	F 9199 WB	10000	Rp1.133.012	-Rp183.012	Rp950.000	Rp1.414.000	Rp280.988

APPENDIX B

Prices Comparison

Colt Diesel (Max 10000 kg)	Agrofood (Bekasi) - Bekasi	Agrofood (Bekasi) - Ciamis	Agrofood (Bekasi) - Cikalong (Cianjur)	Agrofood (Bekasi) - Cipanas (Cianjur)	Agrofood (Bekasi) - Cugenang (Cianjur)	Agrofood (Bekasi) - Jasinga (Bogor)	Agrofood (Bekasi) - Karawang	Agrofood (Bekasi) - Samolo (Cianjur)	Agrofood (Bekasi) - Sukaluyu (Cianjur)	Agrofood (Bekasi) - Setu (Jakarta)	Agrofood (Bekasi) - Haur Wangi (Cianjur)
Negotiation Price	Rp440.000 - Rp720.000	Rp2.160.000 - 3.048.000	Rp928.000 - Rp1.168.000	Rp1.032.000 - Rp1.048.000	Rp992.000 - Rp1.280.000	Rp1.280.000	Rp720.000	Rp1.062.000	Rp1.080.000 - Rp1.100.000	Rp440.000 - Rp495.000	Rp960.000
Fixed Price	Rp392.000 - Rp490.000	Rp3.091.200 - Rp3.864.000	Rp1.288.000 - Rp1.610.000	Rp840.000 - Rp1.050.000	Rp1.028.160 - Rp1.285.200	Rp1.070.720 - Rp1.338.400	Rp711.200 - Rp889.000	Rp1.209.600 - Rp1.512.000	Rp1.254.400 - Rp1.568.000	Rp144.480 - Rp180.600	Rp1.680.000 - Rp2.100.000
Competitor											
PT Indoline	Rp500.000	N.A	N.A	N.A	N.A	Rp650.000	Rp500.000	N.A	N.A	Rp600.000	N.A
PT NDE	Rp1.700.000	Rp3.000.000	Rp2.400.000	Rp2.400.000	Rp2.400.000	Rp1.500.000	Rp1.700.000	Rp2.400.000	Rp2.400.000	Rp1.500.000	Rp2.400.000
CV PAM	Rp1.600.000	Rp2.990.000	Rp2.390.000	Rp2.390.000	Rp2.390.000	Rp1.490.000	Rp1.690.000	Rp2.390.000	Rp2.390.000	Rp1.490.000	Rp2.390.000
Arjuna Cargo	Rp1.620.000	N.A	Rp2.160.000	Rp2.160.000	Rp2.160.000	Rp1.620.000	Rp1.620.000	Rp2.160.000	Rp2.160.000	Rp1.260.000	Rp2.160.000
Ekspedisiscepat	Rp900.000	Rp3.000.000	Rp2.400.000	Rp2.400.000	Rp2.400.000	Rp1.150.000	Rp1.500.000	Rp2.400.000	Rp2.400.000	Rp975.000	Rp2.400.000
CAE	Rp1.150.000	N.A	Rp1.800.000	Rp1.800.000	Rp1.800.000	Rp1.150.000	Rp1.150.000	Rp1.800.000	Rp1.800.000	Rp850.000	Rp1.800.000
Colt Diesel (Max 10000 kg)	Agrofood (Bekasi) - Tanjungsari (Bogor)	Agrofood (Bekasi) - Tasik	Agrofood (Bekasi) - Garut	Agrofood (Bekasi) - Nyalindung (Sukabumi)	Agrofood (Bekasi) - Wanaraja (Garut)	Agrofood (Bekasi) - Bogor	Agrofood (Bekasi) - Gunung Guruh (Sukabumi)	Agrofood (Bekasi) - Sunda Kelapa	Agrofood (Bekasi) - Cikarang Pusat	Agrofood (Bekasi) - Mariwati (cianjur)	Agrofood (Bekasi) - Purwakarta
Negotiation Price	Rp560.000 - Rp1.140.000	Rp2.152.000 - Rp2.728.000	Rp2.152.000	Rp1.539.000	Rp2.152.000 - Rp2.168.000	Rp600.000 - Rp1.280.000	Rp1.360.000	N.A	Rp1.160.000	Rp1.048.000	Rp1.120.000
Fixed Price	Rp648.480 - Rp810.600	Rp3.012.800 - Rp3.766.000	Rp2.956.800 - Rp3.696.000	Rp1.444.800 - Rp1.806.000	Rp2.923.200 - Rp3.654.000	Rp575.680 - Rp719.600	Rp1.388.800 - Rp1.736.000	Rp590.240 - Rp737.800	Rp464.800 - Rp518.000	Rp460.320 - Rp575.400	Rp983.360 - Rp1.229.200
Competitor											
PT Indoline	Rp650.000	N.A	N.A	Rp850.000	N.A	Rp650.000	Rp850.000	Rp600.000	Rp500.000	N.A	Rp600.000
PT NDE	Rp1.500.000	Rp3.000.000	Rp2.800.000	Rp2.400.000	Rp2.800.000	Rp1.500.000	Rp2.400.000	Rp1.500.000	Rp1.700.000	Rp2.400.000	Rp1.900.000
CV PAM	Rp1.490.000	Rp2.990.000	Rp2.490.000	Rp2.390.000	Rp2.790.000	Rp1.490.000	Rp2.390.000	Rp1.490.000	Rp1.690.000	Rp2.390.000	Rp1.890.000
Arjuna Cargo	Rp1.620.000	N.A	N.A	Rp2.160.000	N.A	Rp1.620.000	Rp2.160.000	Rp1.260.000	Rp1.620.000	Rp2.160.000	N.A
Ekspedisiscepat	Rp1.150.000	Rp3.000.000	Rp2.800.000	Rp2.400.000	Rp2.800.000	Rp1.150.000	Rp2.400.000	Rp975.000	Rp975.000	Rp2.400.000	Rp1.750.000
CAE	Rp1.150.000	Rp2.650.000	N.A	Rp1.250.000	N.A	Rp1.150.000	Rp1.250.000	Rp1.150.000	Rp1.150.000	Rp1.800.000	N.A

Colt Diesel (Max 10000 kg)	Agrofood (Bekasi) - Jamali (Cianjur)	Agrofood (Bekasi) - Sukabumi	Agrofood (Bekasi) - Cilegon	Agrofood (Bekasi) - Depok	Agrofood (Bekasi) - Citarum (Bandung)	Pokpan - Sagaranten (sukabumi)	Pokpan - Campaka	Pokpan - Cirenghas (cianjur)	Pokpan - Cipanas (Cianjur)	Pokpan - Ciranjang (cianjur)	Pokpan - Cianjur
Negotiation Price	Rp928.000	Rp1.016.000 - Rp1.460.000	Rp1.680.000	Rp480.000	Rp1.080.000	Rp2.718.000	Rp1.735.000 - Rp2.988.000	Rp1.472.000 - Rp3.060.000	Rp1.674.000 - Rp2.170.000	Rp1.736.000 - Rp2.790.000	Rp1.424.000 - Rp1.736.000
Fixed Price	Rp936.320 - Rp1.170.400	Rp1.288.000 - Rp1.610.000	Rp1.556.800 - Rp1.946.000	Rp473.760 - Rp592.000	Rp1.579.200 - Rp1.974.000	Rp2.542.400 - Rp3.178.000	Rp2.049.600 - Rp2.562.000	Rp2.027.200 - Rp2.534.000	Rp1.500.800 - Rp1.876.000	Rp1.859.200 - Rp2.324.000	Rp1.713.600 - Rp2.142.000
Competitor											
PT Indoline	N.A	Rp850.000	Rp900.000	Rp1.100.000	Rp1.100.000	Rp1.600.000	Rp1.850.000	N.A	N.A	N.A	N.A
PT NDE	Rp2.400.000	Rp2.400.000	N.A	Rp1.500.000	Rp2.500.000	Rp4.800.000	Rp2.900.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.800.000
CV PAM	Rp2.390.000	Rp2.390.000	N.A	Rp1.490.000	Rp2.490.000	Rp4.600.000	Rp4.700.000	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.600.000
Arjuna Cargo	Rp2.160.000	Rp2.160.000	N.A	N.A	Rp2.160.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000
Ekspedisiscepat	Rp2.400.000	Rp2.400.000	N.A	Rp1.100.000	Rp2.500.000	Rp3.800.000	Rp3.900.000	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp3.800.000
CAE	Rp1.800.000	Rp1.250.000	Rp1.900.000	Rp1.100.000	Rp2.250.000	Rp2.150.000	Rp3.150.000	Rp2.700.000	Rp2.700.000	Rp2.700.000	Rp2.700.000
Colt Diesel (Max 10000 kg)	Pokpan - Cikembar (sukabumi)	Pokpan - Jebrod (cianjur)	Pokpan - Sukaresmi (Cianjur)	Pokpan - Sukaluyu (Cianjur)	Pokpan - Sukamaju (Cianjur)	Pokpan - Nagrak (sukabumi)	Pokpan - Cilaku (Cianjur)	Pokpan - Cibadak (Sukabumi)	Comfeed Japfa (serang)-Cianjur	Gold Coin - Haur Wangi (Cianjur)	Gold Coin - Ciranjang (Cianjur)
Negotiation Price	Rp1.472.000 - Rp3.020.000	Rp2.040.000	Rp1.674.000 - Rp1.860.000	Rp1.100.000 - Rp2.478.000	Rp2.480.000	Rp1.472.000	Rp2.000.000	Rp2.448.000	Rp1.250.000	Rp1.300.000	Rp1.800.000
Fixed Price	Rp1.288.000 - Rp1.610.000	Rp1.747.200 - Rp2.184.000	Rp1.568.000 - Rp1.960.000	Rp1.904.000 - Rp2.380.000	Rp1.926.400 - Rp2.048.000	Rp1.646.400 - Rp2.0580.000	Rp1.814.400 - Rp2.268.000	Rp1.579.200 - Rp1.974.000	Rp1.500.800 - Rp1.876.000	Rp1.624.000 - Rp2.030.000	Rp1.702.400 - Rp2.128.000
Competitor											
PT Indoline	Rp1.600.000	N.A	N.A	N.A	N.A	Rp1.600.000	N.A	Rp1.600.000	N.A	Rp2.400.000	Rp2.400.000
PT NDE	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp4.300.000	Rp2.400.000	Rp2.400.000
CV PAM	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.600.000	Rp4.100.000	Rp2.390.000	Rp2.390.000
Arjuna Cargo	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	Rp3.780.000	N.A	Rp2.160.000	Rp2.160.000
Ekspedisiscepat	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp3.800.000	Rp4.150.000	Rp2.400.000	Rp2.400.000
CAE	Rp2.700.000	Rp2.700.000	Rp2.700.000	Rp2.700.000	Rp2.700.000	Rp2.150.000	Rp2.700.000	Rp2.150.000	Rp2.900.000	Rp1.800.000	Rp1.800.000

Colt Diesel (Max 10000 kg)	Pokpan - Cibeber (Cianjur)	Gold Coin - Saguling (Bandung)	Japfa (serang) - Sukaraja (sukabumi)	Sinta (Bogor) - Jangari (Cianjur)	Agrofood (Bekasi) - Bekasi	Agrofood (Bekasi) - Ciamis	Agrofood (Bekasi) - Cikalong (Cianjur)	Agrofood (Bekasi) - Cipanas (Cianjur)	Agrofood (Bekasi) - Cugenang (Cianjur)	Agrofood (Bekasi) - Jasinga (Bogor)	Agrofood (Bekasi) - Karawang
Negotiation Price	Rp1.736.000 - Rp1.989.000	Rp1.596.000	Rp1.344.000	Rp950.000	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Fixed Price	Rp1.456.000 - Rp1.820.000	Rp1.691.200 - Rp2.114.000	Rp1.702.400 - Rp2.128.000	Rp1.131.200 - Rp1.414.000	Rp490.049 - Rp980.000	Rp3.864.386 - Rp7.728.000	Rp1.610.161 - Rp3.220.000	Rp1.050.105 - Rp2.100.000	Rp1.285.328 - Rp2.570.400	Rp1.338.533 - Rp2.676.800	Rp889.088 - Rp1.778.000
Competitor											
PT Indoline	N.A	Rp2.500.000	N.A	N.A	Rp750.000	N.A	N.A	N.A	N.A	Rp900.000	Rp750.000
PT NDE	Rp4.800.000	Rp2.500.000	Rp4.300.000	Rp3.900.000	Rp2.700.000	Rp4.300.000	Rp3.500.000	Rp3.500.000	Rp3.500.000	Rp2.500.000	Rp2.700.000
CV PAM	Rp4.600.000	Rp2.490.000	Rp4.200.000	Rp3.700.000	Rp2.600.000	Rp4.390.000	Rp3.590.000	Rp3.590.000	Rp3.590.000	Rp2.590.000	Rp2.790.000
Arjuna Cargo	Rp3.780.000	Rp2.160.000	N.A	Rp3.780.000	Rp3.000.000	N.A	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp3.000.000	Rp3.000.000
Ekspedisicepat	Rp3.800.000	Rp2.500.000	Rp4.250.000	Rp3.550.000	Rp1.300.000	Rp4.300.000	Rp3.500.000	Rp3.500.000	Rp3.500.000	Rp1.500.000	Rp2.300.000
CAE	Rp2.700.000	Rp2.250.000	Rp2.350.000	Rp2.950.000	Rp1.900.000	N.A	Rp2.900.000	Rp2.900.000	Rp2.900.000	Rp2.600.000	Rp1.900.000
	Agrofood (Bekasi) - Bekasi	Agrofood (Bekasi) - Ciamis	Agrofood (Bekasi) - Cikalong (Cianjur)	Agrofood (Bekasi) - Cipanas (Cianjur)	Agrofood (Bekasi) - Cugenang (Cianjur)	Agrofood (Bekasi) - Jasinga (Bogor)	Agrofood (Bekasi) - Karawang	Agrofood (Bekasi) - Samolo (Cianjur)	Agrofood (Bekasi) - Sukaluyu (Cianjur)	Agrofood (Bekasi) - Tanjungsari (Bogor)	Agrofood (Bekasi) - Tasik
Negotiation Price	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	Rp1.996.500 - Rp2.200.000	N.A	N.A
Fixed Price	Rp490.049 - Rp980.000	Rp3.864.386 - Rp7.728.000	Rp1.610.161 - Rp3.220.000	Rp1.050.105 - Rp2.100.000	Rp1.285.328 - Rp2.570.400	Rp1.338.533 - Rp2.676.800	Rp889.088 - Rp1.778.000	Rp1.512.151 - Rp3.024.000	Rp1.568.156 - Rp3.136.000	Rp810.681 - Rp1.621.200	Rp3.766.376 - Rp7.532.000
Competitor											
PT Indoline	Rp750.000	N.A	N.A	N.A	N.A	Rp900.000	Rp750.000	N.A	N.A	Rp900.000	N.A
PT NDE	Rp2.700.000	Rp4.300.000	Rp3.500.000	Rp3.500.000	Rp3.500.000	Rp2.500.000	Rp2.700.000	Rp3.500.000	Rp3.500.000	Rp2.500.000	Rp4.300.000
CV PAM	Rp2.600.000	Rp4.390.000	Rp3.590.000	Rp3.590.000	Rp3.590.000	Rp2.590.000	Rp2.790.000	Rp3.590.000	Rp3.590.000	Rp2.590.000	Rp4.390.000
Arjuna Cargo	Rp3.000.000	N.A	Rp4.800.000	Rp4.800.000	Rp4.800.000	Rp3.000.000	Rp3.000.000	Rp4.800.000	Rp4.800.000	Rp3.000.000	N.A
Ekspedisicepat	Rp1.300.000	Rp4.300.000	Rp3.500.000	Rp3.500.000	Rp3.500.000	Rp1.500.000	Rp2.300.000	Rp3.500.000	Rp3.500.000	Rp1.500.000	Rp4.300.000
CAE	Rp1.900.000	N.A	Rp2.900.000	Rp2.900.000	Rp2.900.000	Rp2.600.000	Rp1.900.000	Rp2.900.000	Rp2.900.000	Rp2.600.000	Rp4.400.000

	Agrofood (Bekasi) - Garut	Agrofood (Bekasi) - Nyalindung (Sukabumi)	Agrofood (Bekasi) - Wanaraja (Garut)	Agrofood (Bekasi) - Bogor	Agrofood (Bekasi) - Gunung Guruh (Sukabumi)	Agrofood (Bekasi) - Setu (Jakarta)	Agrofood (Bekasi) - Haur Wangi (Cianjur)	Agrofood (Bekasi) - Jamali (Cianjur)	Agrofood (Bekasi) - Sukabumi	Agrofood (Bekasi) - Cilegon	Agrofood (Bekasi) - Depok
Negotiation Price	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Fixed Price	Rp3.696.369 - Rp7.392.000	Rp1.806.180 - Rp3.612.000	Rp3.654.365 - Rp7.308.000	Rp719.671 - Rp1.439.200	Rp1.736.173 - Rp3.472.000	Rp180.618 - Rp361.200	Rp2.100.210 - Rp4.200.000	Rp1.170.517 - Rp2.340.800	Rp1.610.161 - Rp3.220.000	Rp1.946.194 - Rp3.892.000	Rp592.259 - Rp1.184.400
Competitor											
PT Indoline	N.A	Rp1.300.000	N.A	Rp900.000	Rp1.300.000	Rp800.000	N.A	N.A	Rp1.300.000	Rp1.300.000	Rp900.000
PT NDE	Rp4.200.000	Rp3.500.000	Rp4.200.000	Rp2.500.000	Rp3.500.000	Rp2.500.000	Rp3.500.000	Rp3.500.000	Rp3.500.000	N.A	Rp2.500.000
CV PAM	Rp4.290.000	Rp3.590.000	Rp4.290.000	Rp2.590.000	Rp3.590.000	Rp2.590.000	Rp3.590.000	Rp3.590.000	Rp3.590.000	N.A	Rp2.590.000
Arjuna Cargo	N.A	Rp4.800.000	N.A	Rp3.000.000	Rp4.800.000	Rp2.520.000	Rp4.800.000	Rp4.800.000	Rp4.800.000	N.A	N.A
Ekspedisicepat	Rp4.200.000	Rp3.500.000	Rp4.200.000	Rp1.500.000	Rp3.500.000	Rp1.350.000	Rp3.500.000	Rp3.500.000	Rp3.500.000	N.A	Rp1.400.000
CAE	Rp4.400.000	Rp2.700.000	N.A	Rp2.600.000	Rp2.700.000	Rp1.950.000	Rp2.900.000	Rp2.900.000	Rp2.700.000	Rp2.900.000	Rp2.600.000
	Agrofood (Bekasi) - Citarum (Bandung)	Agrofood (Bekasi) - Sunda Kelapa	Agrofood (Bekasi) - Cikarang Pusat	Agrofood (Bekasi) - Mariwati (cianjur)	Agrofood (Bekasi) - Purwakarta	Pokpan - Cikembar (sukabumi)	Pokpan - Jebrod (cianjur)	Pokpan - Sukaresmi (Cianjur)	Pokpan - Sagaranten (sukabumi)	Pokpan - Campaka (Bandung)	Pokpan - Cirenghas (cianjur)
Negotiation Price	Rp2.160.000 - Rp2.200.000	Rp1.440.000	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Fixed Price	Rp1.974.197 - Rp3.948.000	Rp737.873 - Rp1.475.600	Rp581.058 - Rp1.162.000	Rp575.457 - Rp1.150.800	Rp1.229.322 - Rp2.458.400	Rp1.610.161 - Rp3.220.000	Rp2.184.218 - Rp4.368.000	Rp1.960.196 - Rp3.920.000	Rp3.178.317 - Rp6.356.000	Rp2.562.256 - Rp5.124.000	Rp2.534.253 - Rp5.068.000
Competitor											
PT Indoline	Rp1.500.000	Rp850.000	Rp750.000	N.A	Rp850.000	Rp2.400.000	N.A	N.A	Rp2.400.000	Rp3.100.000	N.A
PT NDE	Rp4.000.000	Rp2.500.000	Rp2.700.000	Rp3.500.000	Rp3.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.500.000	Rp6.000.000
CV PAM	Rp4.090.000	Rp2.590.000	Rp2.790.000	Rp3.590.000	Rp2.919.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp6.300.000	Rp5.800.000
Arjuna Cargo	Rp4.200.000	Rp2.520.000	Rp3.000.000	Rp4.800.000	N.A	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.200.000	Rp7.800.000
Ekspedisicepat	Rp4.000.000	Rp1.350.000	Rp1.350.000	Rp3.500.000	Rp2.450.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp6.100.000	Rp5.600.000
CAE	Rp2.900.000	Rp1.950.000	Rp1.900.000	Rp2.900.000	N.A	Rp5.200.000	Rp5.400.000	Rp5.400.000	Rp5.200.000	Rp5.400.000	Rp5.400.000

	Pokpan - Cipanas (Cianjur)	Pokpan - Ciranjang (cianjur)	Pokpan - Cianjur	Pokpan - Cibeber (Cianjur)	Pokpan - Sukaluyu (Cianjur)	Pokpan - Sukamaju (Cianjur)	Pokpan - Nagrak (sukabumi)	Pokpan - Cilaku (Cianjur)	Pokpan - Cibadak (Sukabumi)	Comfeed Japfa (serang)- Cianjur	Gold Coin (Bekasi) - Haur Wangi (Cianjur)
Negotiation Price	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Fixed Price	Rp1.876.187 - Rp3.752.000	Rp2.324.232 - Rp4.648.000	Rp2.142.214 - Rp4.284.000	Rp1.820.182 - Rp3.640.000	Rp2.380.238 - Rp4.760.000	Rp2.408.240 - Rp4.816.000	Rp2.058.205 - Rp4.116.000	Rp2.268.226 - Rp4.536.000	Rp1.974.197 - Rp3.948.000	Rp1.876.187 - Rp3.752.000	Rp2.030.203 - Rp4.060.000
Competitor											
PT Indoline	N.A	N.A	N.A	N.A	N.A	N.A	Rp2.400.000	N.A	Rp2.400.000	N.A	N.A
PT NDE	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.000.000	Rp6.500.000	Rp3.500.000
CV PAM	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp5.800.000	Rp6.300.000	Rp3.590.000
Arjuna Cargo	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	Rp7.800.000	N.A	Rp4.800.000
Ekspedisiscepat	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.600.000	Rp5.800.000	Rp3.500.000
CAE	Rp5.400.000	Rp5.400.000	Rp5.400.000	Rp5.400.000	Rp5.400.000	Rp5.400.000	Rp5.200.000	Rp5.400.000	Rp5.200.000	Rp5.350.000	Rp2.900.000
	Gold Coin - Ciranjang (Cianjur)	Gold Coin (Bekasi) - Saguling (Bandung)	Japfa (serang) - Sukaraja (sukabumi)	Sinta (bogor) - Jangari (Cianjur)							
Negotiation Price	N.A										
Fixed Price	Rp2.128.212 - Rp4.256.000	Rp2.114.211 - Rp4.228.000	Rp2.128.212 - Rp4.256.000	Rp1.414.141 - Rp2.828.000							
Competitor											
PT Indoline	N.A	Rp1.500.000	N.A	N.A							
PT NDE	Rp3.500.000	Rp3.500.000	Rp6.500.000	Rp6.000.000							
CV PAM	Rp3.590.000	Rp3.590.000	Rp6.300.000	Rp5.800.000							
Arjuna Cargo	Rp4.800.000	Rp4.800.000	N.A	Rp7.800.000							
Ekspedisiscepat	Rp3.500.000	Rp4.000.000	Rp5.800.000	Rp2.000.000							
CAE	Rp2.900.000	Rp2.900.000	Rp5.150.000	Rp5.500.000							